CULTURAL INTERPRETIVE CENTRES

Prepared for:

Economic Development Branch
BC Ministry of Sustainable Resource Management

With the Generous Support of:

Skeena Region (MSRM)

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BUILDING BLOCKS FOR ECONOMIC DEVELOPMENT & ANALYSIS

PREFACE

PURPOSE

Building Blocks have been conceived and developed by the Economic Development Branch of the Ministry of Sustainable Resource Management, under the guidance of Nancy South, Manager Economic Analysis, as an analytical tool that supports British Columbia coastal and land and resource use planning and decision-making and economic development initiatives. The Blocks contain concise business and sector information for a broad range of resource-based business types in BC. At this point, there are more than 30 Blocks either complete or in draft form. Several more Blocks have been identified as high priority by planning tables and other client groups. Additional Building Blocks will be developed over time, and some Blocks may be updated. For the most current Building Blocks, please see the Ministry of Sustainable Resource Management website, at: http://srmwww.gov.bc.ca/rmd/ecdev/

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BENEFITS

Building Blocks are expected to provide the following general benefits:

- Increase efficiency and more informed decision-making by providing readily accessible, credible information to planning and economic development processes;
- Improve the consistency of economic information across planning areas;
- Support economic analysis and decision-making that occurs outside formal coastal and land use planning processes; and
- Provide linkages between economic analysis and other social and environmental analytical tools (through identifying resource requirements to support economic activities and general compatibilities with other sectors and values).

LIMITATIONS

Every effort has been made to ensure that the information contained in Building Blocks is accurate and consistent. Approved, credible data sources are the foundation for Building Blocks. All Blocks were reviewed by sponsoring agencies and other experts. However, users are cautioned that information is used at their own risk, and that the authors and sponsors are not liable for any damages. Any conclusions or interpretations by the authors are not intended to represent government policy. Also, note that Building Blocks do not provide site specific information nor do they consider requirements for sustainability (social, community, environmental).

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TABLE OF CONTENTS

1.0 OVERVIEW 1

1.1 Description and Overview 1
1.2 Structure and Activity 1
1.3 Primary Activities 1
1.4 Analysis Scenarios 3

2.0 INFRASTRUCTURE REQUIREMENTS 5

3.0 INVESTMENT AND OPERATING COSTS 6

3.1 Operating Costs and Revenues 7

4.0 MARKETS 8

5.0 ISSUES AND SENSITIVITIES 9

6.0 LABOUR FORCE 9

7.0 REGULATORY REGIME 10

7.1 Overview 10
7.2 Municipal and Regional District 11
7.3 Provincial 11
7.4 Federal Government 12

8.0 GOVERNMENT REVENUES 12

8.1 Municipal 12
8.2 Provincial 12
8.3 Federal 13

9.0 COEFFICIENT DEVELOPMENT 13

APPENDIX 1 - APPROVALS FOR LAND USE AND BUILDING DEVELOPMENT 15

Summary Checklist of Approvals Needed 15

SOURCES 16

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1.0 OVERVIEW

1.1 Description and Overview

- Interpretation of natural and cultural heritage has been done in many cultures and locations for thousands of years. The storytellers and elders of tribal groups passed on the oral history of their people through the generations. The oral tradition assured the survival and evolution of cultures long before books or electronic media emerged.
- In today's world, interpretation is a communication tool designed to improve understanding at venues such as museums, nature centres, historic sites, aquatic centres, on tours, etc. The definition provided by the National Association for Interpretation is: "Interpretation is a communication process that forges emotional and intellectual connections between the interests of the audience and the inherent meanings in the resource."[1] Rather than just transmit information, interpretive centres or experiences are intended to be dynamic and interactive, and elicit enthusiasm for the subject matter.
- *The key purpose of cultural interpretive centres is to provide a means of telling a story, and transmitting history and culture. They are seldom, if ever, financially self-supporting, and generally rely on subsidies and donations to operate. They do play an important role in the tourism industry as a means of informing visitors about an area, and augmenting other, regional tourism attractions. They may also be instrumental in enticing visitors to extend their stay.*
- The focus of this profile is on cultural interpretation in BC, for both First Nation and non-aboriginal cultures.

1.2 Structure and Activity

- There are many cultural and heritage interpretation centres and sites throughout North America and the world, spanning a broad range of venues. They range from guided outdoor walking or boating tours of cultural/archaeological features, to activities in large buildings that house major exhibits and dioramas.
- In BC, and across Canada, there is a wide variety of cultural interpretation centres, which emphasize either First Nation or "post-contact" (non-First Nation) cultures. Some major interpretation centres in BC include Barkerville near Quesnel, Hat Creek Ranch near Cache Creek, and the North Pacific Cannery in Port Edwards. All these have involved extensive and costly restoration of original buildings and living/working sites. At the other end of the range are the many small-scale interpretive centres or sites, many of which emphasize First Nation culture.

1.3 Primary Activities

Interpretation Canada defines cultural interpretation as "any communication process designed to reveal meaning and relationships of a culture or natural heritage to the public through first hand involvement with an object, artifact or site." Key themes and examples are as follows.

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[1] National Association for Interpretation, Board of Directors, 2000

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Table 1: Principal Themes for Interpretive Centres

Object of Cultural Interpretation	Examples, Comments
Early settlements or archaeological sites, First Nation settlements, historic sites, artifacts	➤ Pike Island/Laxspa'aws archaeological sites ➤ Xá:ytem Longhouse & archaeological site in Mission ➤ Port Royal National Historical Site (17th century settlement in Nova Scotia) ➤ Fort Langley ➤ Gwaii Haanas National Park Reserve ➤ interpretive tours of Nuxalk Thorsen Creek petroglyphs near Bella Coola
Cultural history and activity, re-enactments	➤ Khowutzun Native Heritage Centre, Duncan ➤ Hiwus Feasthouse at Grouse Mountain ➤ cultural tours and native dance at Klemtu, BC ➤ festival dancing on Vancouver Island ➤ cultural tours of Norwegian house and museum in Bella Coola ➤ Longhouse at North Vancouver Outdoor School, Brackendale ➤ Whakarewarewa Maori Crafts & Arts Institute, New Zealand
Museums and art galleries	➤ Allen Sapp Gallery in North Battleford, Saskatchewan ➤ Maui Arts and Cultural Centre, Wailuku, Maui
Site of famous events	➤ Jean Lafitte National Historical Park & Reserve (battle of New Orleans) ➤ Head Smashed in Buffalo Jump (Alberta)
Military installations	➤ Fort Steele, BC ➤ Fort Pike, New Orleans ➤ Old Fort Niagara, New York
Historic buildings, museums	➤ Burnaby Village Museum ➤ home of William Faulkner in New Orleans
Restored industrial operations	➤ National Pacific Cannery, Pt. Edwards ➤ Grist Mill, Keremeos

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The *medium* for interpretation can include some or all of the following:

- **Outdoor experience**, generally walking or boating tours to observe historical/archaeological artifacts or cultural/sacred sites, or involvement in outdoor cultural practices such as First Nation fishing techniques, etc.
- **Immersion in, or re-enactment of, cultural activities** – e.g., staying in traditional dwellings, participating in sweat lodges, festivals – both indoor and outdoor. This can also be done in an educational setting such as the North Vancouver Outdoor School, where schoolchildren learn about the day-to-day life and culture of Squamish, Salish and Burrard First Nation bands by staying and cooking in a traditional longhouse.

> *The **híwus** Experience*
>
> *The experience begins aboard the Grouse Mountain Skyride .... Once atop a native guide leads visitors through a thick second-growth forest, explaining the ancient meanings of carvings and totems encountered along the way. The híwus longhouse sits on the Shores of Blue Grouse Lake, deep in the alpine forests of Grouse Mountain. Inside, visitors gather and experience the culture of the Pacific Northwest native people. Live dances and songs are performed in traditional regalia, legends of their people are recounted, and masks incite the magic and mystery of the stories. Traditional Pacific Northwest native cuisine is enjoyed throughout the ninety-minute experience and a gift of friendship is presented to guests of híwus to secure their role as a witness to the proceedings.*[2]

- **Indoor venues,** ranging from simple buildings to museums – the outside design of interpretive centre buildings generally reflects the culture or history of what is inside, and may have outdoor displays, walkways, and gathering spots for visitors, all designed to enhance the experience and make it accessible.

Clearly there is often a blending of these mediums, such as outdoor experiences combined with immersion in cultural activities.

Interpretive centres are sometimes stand-alone operations, but more often exist as part of a package. They are often connected to theatres, art and craft galleries, museums, parks or gardens. Many interpretive centres also offer gift shops, restaurants, seminar rooms or retreat spaces as ways of boosting revenue.

Some interpretive centres are connected by theme to others, and they can be multi-cultural. For example, there are five museums on Interstate 84 (the Oregon Trail) which feature aboriginal and "wild west" cultures, as well as WWII internment camps.

1.4 Analysis Scenarios

Cultural interpretive centres and experiences rarely fit into discrete categories. Instead they span a range of facilities and activity-based characteristics that overlap any one definition. Consequently, the scale and cost of facilities also occupy a broad range. The following illustrates the range of choices.

[2] Grouse Mountain Fact Sheet, Nov. 2002

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- Single building with basic interpretive features:
  - interpretive space with simple displays;
  - TV and basic video; and,
  - basic heating and plumbing amenities, possibly small kitchen.

  This can house a small interpretive venue, and serves primarily local visitors. Can also function as a social gathering place in smaller, more remote communities.

- Larger building(s) with more exhibits and amenities:
  - has features of the basic interpretive centre plus:
    - graphic panels and interpretive signs;
    - possibly more electronic media.
  - may also house a gift shop/retail outlet, restaurant, workshop spaces, seminar rooms, etc.

  This is designed to accommodate a larger number of visitors with a wider variety of interests.

- Major interpretive centres (e.g., Vancouver Aquarium, BC Museum):
  - large building(s) with several amenities;
  - more expensive and detailed exhibits and models,
  - computer interactive displays,
  - large dioramas,
  - multi-media displays, etc.

  These are designed to attract visitors from domestic and foreign markets, and can accommodate a large number of persons at any one time.

- Many interpretive centres also have outdoor interpretive sites, accessible by walkways.

- Smaller venues are the most likely, and cost-effective, choice for an interpretive centre on the North or Mid Coast.

- A consultant who designs interpretive centres in Northern Canada indicates that a venue with simple displays and inter-personal communication is best suited for First Nations interpretation. Multi-media displays do not enhance the stories of First Nations. Moreover, visitors -- and the band -- get much more out of the interpretive experience if First Nations people are there to tell their own story.

- In remote locations, the most successful interpretive centres are located near communities and, in the case of First Nations, often serve a dual purpose as a venue for interpretation and a gathering place or community centre. It is important that the centre come to be part of the community's culture.

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2.0 INFRASTRUCTURE REQUIREMENTS

There is a wide range of infrastructure requirements for an interpretive centre, both indoors and outdoors, ranging from an outdoor trail system (i.e. Pike Island) to a major museum with large dioramas (e.g., BC Museum). The kind of cultural interpretive centres most likely to be adopted on the Mid or North Coast would be simple (as per scenarios outlined above), likely offering both indoor and outdoor experiences. Possible infrastructure requirements include (but are not limited to) the following.

- Building:
  - includes interpretive space with seating,
  - may include museum, gift shop, restaurant, theatre space, art gallery, seminar rooms, and/or retreat space,
  - should reflect and honour form of traditional building (e.g., Coast Salish longhouses),
  - should have electrical heating (and outlets for audiovisual displays) and plumbing – most centres are maintained year round, but it is possible to let a centre "go cold" during the winter months.

  For First Nation cultural interpretive centres, it is critical to obtain local input on the design of the building, not only to ensure that it is historically accurate but that it achieves community acceptance. If support is strong, it may also be possible to enlist volunteer labour in its construction.

  - Outdoor structure: The outside design of interpretive centre buildings generally reflects the culture or history of what is inside, and may have outdoor displays, and gathering spots for visitors.
- Walkways & signage: Interpretive venues that include outdoor features require trails that are "barrier free" or "universal access". Signage should be clear, and match the overall theme of the interpretive centre.
- Telecommunication and media display – includes telephone, computer and internet access, VCR, CD or DVD player, television screen.
- Exhibits and artifacts: graphic panels, display cases, dioramas. A small interpretive centre will likely employ simple exhibits. Taxidermy displays are a popular feature in rural or wilderness areas, because of their appeal to urban visitors, and the fact that they are often an integral part of the story.[3]
- Access to local road system or highway, and good signage to attract and direct visitors.
- Access to related services – goods and services providers, tourism services such as interpreters, repair and maintenance (mechanical, plumbing, electrical), construction.

[3] Personal communication with H. Parsons, BUFO Consulting.

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3.0 INVESTMENT AND OPERATING COSTS

Table 2: Unit Costs[4]

	$ per square foot
Basic building with bathroom, heat, electricity for simple electronic media (e.g. CD or DVD player, TV screen)	$100-$120
Basic building with graphic panels, interpretive signs, possible mechanical interactive displays; no computer interactive displays	$200
More elaborate displays with multi-media and computer interactive displays (e.g., Vancouver Aquarium)	$300-$400
Major interpretive centres with large dioramas (e.g., BC Museum)	$800
Outdoor walkways	$25-50/metre

The foregoing unit construction costs are rule-of-thumb estimates only. Stylized building design that reflects local culture will add a premium over and above the basic building costs.

Table 3: Sample Capital Costs

XA:ytem Longhouse Interpretive Centre, Mission, BC ➤ total 3,600 sq. ft.	➤ Original longhouse built in 1995: $200,000 ➤ Addition (under construction): $1 million
Khowutzun Native Heritage Centre, Duncan, BC ➤ facilities include restaurant, gift shop, story centre, carvers' workshop and art gallery ➤ Multi-media presentations	➤ $1.2 million in 1995
Proposed Sts'Wan House on Bridge River Indian Reserve near Lillooet[5] ➤ would include audio-visual, gift shop, restaurant, infrastructure for indoor/outdoor tours, retail outlet to serve visitors and community	➤ $330,000, based on unit cost of $100/sq.ft.6

[4] Source: Personal communication with H. Parsons of BUFO Inc. (interpretive consultant) – Ballpark estimates based on a wide range of projects carried out in the past few years. The figures cover design, construction, shipping of materials, installation of exhibits, testing.

[5] Crane Management Consultants (Nov. 1994). *The Sts'Wan House Business Plan.*

[6] Scaled from 1994 value of $88/sq.ft. with the CPI.

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3.1 Operating Costs and Revenues

- Cultural interpretive centres are generally not financially self-supporting. They generally obtain revenues through a combination of donations, revenues at the door, membership/society fees and provincial or federal government subsidies. Those that can offer educational programs, seminar rooms, retreats, gift/retail shops, restaurants or other related activities can generally reduce the need for subsidy.
- Some current examples of revenues at cultural centres are as follows:[7] Clearly budget and revenues will vary with scope, revenue sources and market, and these should be regarded as illustrative only.
  - A First Nation coastal interpretive centre that offers a variety of educational programs and cultural workshops, and employs six full time and approximately 14 part time workers:
    - Annual budget is $325,000
    - Annual revenues are $110,000 to $130,000
    - Annual shortfall $195,000 to $215,000
  - Proposed Alaska Highway Interpretive Centre in Dawson Creek, which would encompass heritage buildings, visitor information centre/museum and an art gallery[8]:
    - Estimated annual revenues in first 5 years: $355,000 to $500,000
    - Estimated annual costs in first 5 years: $578,000 to 710,000
    - Annual shortfall in first 5 years: $210,000 to $220,000
  - A First Nation cultural education and interpretive centre near Vancouver employs 20 full time and part time workers, and 10 casual workers:
    - Annual budget is $1.4 million
    - Annual revenue is $1.35 million
    - Annual shortfall is $50,000

    This operation draws a substantial share of its revenue from educational programs, but also generates revenue by renting out seminar space and staging special events.
- The provincial government presently supports many interpretive centres that are heritage sites. It is now devolving management of heritage sites out of provincial government jurisdiction, and subsidies are expected to be eliminated. As a result, historically important interpretive sites such as Barkerville will lose their subsidies, and run at a greater annual loss if alternative funding cannot be found.

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[7] This information is confidential. At request of interpretation centre managers, names of specific operations are withheld.

[8] Source: Grant Thornton (September 2000). *Business Plan for Alaska Highway Interpretive Centre, Dawson Creek.*

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4.0 MARKETS

- The market for an interpretive centre depends on its location, its theme and presentation, and what attractions or amenities are being offered with the interpretive experience.
- Global tourism demand is changing, and witnessing the following shifts:
  - Many travellers are become more sophisticated in their tastes. and are willing to go further afield to experience culture, history and wilderness;
  - they are moving away from passive experiences to those that are active or interactive; and,
  - travellers are placing less emphasis on pleasure-seeking as an end in itself, and looking for authentic experiences and opportunities to learn something unique.
- This segment of the tourism market tends to be older, affluent, educated, and lifelong learners. They are attracted to eco-tourism, wilderness activities, and those experiences that impart cultural or historical learning. They either travel independently, or as part of a packaged tour. While few will travel to an interpretive centre as their primary destination, they are willing to visit one as part of their planned trip or package. Ideally, an interpretive centre will educate visitors about the region, and prolong their stay, thus generating benefits at the community level.
- Capturing the package tour market means marketing to the tour operators to include a particular cultural site and/or tour as part of their package. More effort is required to market to independent travellers because of their diverse interests and origins. Additional features such as gift shops, restaurants, seminar rooms, etc. can make the interpretive centre more attractive to a wider audience, and provide more reasons to visit.
- Location plays a critical role in market size. Interpretive centres near communities or major transportation routes will draw both local and non-local visitors. The most well-known and heavily visited interpretive centres – for example, Barkerville, the Hiwus Feasthouse on Grouse Mountain, and the Khowutzun Native Heritage Centre in Duncan – are those with easy access, and high visibility.
- Educational interpretive experiences that allow participation or historical re-enactment can be successful in drawing large numbers of local school children. The XÁ:ytem Longhouse Interpretive Centre attracts approximately 14,000 visitors per year to its various programs, including 11,000 students from the Chilliwack School District. The North Vancouver Outdoor School draws about 5,300 students per year to its Longhouse stayover experience and this, too, constitutes a large part of its market.
- Interpretive centres in more remote communities – i.e., the Mid and North Coasts or "North of 60" – have a smaller market because of poor access. Locals and non-resident visitors on other tours such as fishing or hunting expeditions, or business travellers, are the most likely market. However, these centres can serve a valuable social role, particularly in First Nation communities, as a gathering place and community centre. It may also serve as a retail outlet for the local community.

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5.0 ISSUES AND SENSITIVITIES

- An interpretive centre should be part of, or linked with, a community tourism development strategy, and built on a well-researched understanding of what visitors want.
- Given that interpretive centres are not profitable, it can be difficult to obtain financing from mainstream financial sources. The proponents need to be creative and resourceful in securing financing or funding from several sources.
- An interpretive centre needs the long term commitment of its community to be successful. This means early input regarding design, local and purpose, and imparting a sense of community ownership.
- First Nation communities want to **control** public information about, and access to, their cultural and sacred sites. Conflicts can and have occurred between commercial tourism operators and First Nations over matters such as unauthorized or unethical use of heritage sites by commercial guides.
- Related to the foregoing is the concept of **accessibility versus authenticity**. By determining what cultural sites or experiences are readily accessible, moderately accessible or unavailable to outside visitors (ie., sacred sites), a First Nation community can avoid exceeding the carrying capacity of the resource, or "diluting" the experience.[9]
- In developing interpretive presentations, cultural groups need to impart information about their culture in a way that draws visitors without sacrificing or blurring their culture with another – e.g., combining Hawaiin and Tahitian cultural dance.[10] This is an integral part of preserving it.

6.0 LABOUR FORCE

- The labour requirements for a basic interpretive centre includes heritage interpreters and support staff such as bookkeepers, administrators, and maintenance.
- Larger interpretive centres may employ other kinds of workers, depending on size and what ancillary services are offers (e.g., restaurant or gift shop) – food service, retail workers, curator, marketing manager.
- Interpretive centres that are open all year generally employ a base staff of full and part time workers, and hire more part time and casual workers during the summer months. Examples include:
  - The X̲Á:ytem Longhouse Interpretive Centre employs 6 permanent workers and an additional 14 summer workers;
  - The Khowutzun Native Heritage Centre in Duncan employs approximately 15 to 20 full time staff, and 70 part time staff; and,
  - The North Vancouver Outdoor School employs 20 full and part time permanent workers, and 10 casual workers (not all of these work in the Longhouse).

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[9] Personal communication with Hokulani Holt-Padilla, Cultural Programs Director, Maui Arts & Cultural Centre, Maui, Hawaii.
[10] Ibid.

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- The key occupation is that of the interpreter. They are generally trained in-house at the centre, and are selected on the basis of good communication skills, a thorough understanding of the culture, and their ability to tell a story to a diverse group. Clearly, First Nation interpreters are the best suited to tell the story of their own culture.
- The following are average wage rates for the types of occupations that may be employed in an interpretive centre, and (if applicable) at linked operations such as restaurants, retail, marketing.

Table 4: Typical Wages for Occupations in Interpretive Centres

Wage Rates (annual) and Seasonality[11]	Seasonality	Annual Wage Rate[12] ($2001)
	(% full-time all year)	($ per full year work)
NOC 644 – Heritage Interpreter	17	26,535
NOC 1231 – Bookkeeper	34	31,300
NOC 664 – Food Counter Attendants and Kitchen Helpers	16	21,600
NOC 624 – Chefs and Cooks	38	29,100
NOC 621 – Sales & Service Supervisors	83	33,650
NOC 6435 – Front Desk	41	23,700
NOC 521 – Curatorial assistant	53	33,800

7.0 REGULATORY REGIME

7.1 Overview

This section looks at the key local, provincial and federal regulatory requirements for the development of the infrastructure for, and operation of, an interpretive centre. Many of these provincial and federal regulations would only be invoked where the development takes place on Crown land, or on a shoreline or water course.

[11] Ministry of Education Skills and Training and Human Resources Development Canada (2000), *Work Future – British Columbia*

[12] Scaled to 2001 values with CPI deflator.

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7.2 Municipal and Regional District[13]

The municipal or regional district government will be responsible for zoning and issuing building inspections/permits, servicing agreements and connections.

Rezoning Applications

- Provisions in a zoning bylaw will apply if you are planning to subdivide, build or expand a building, apply for crown land or change the use of your land.

Municipal Plan or Plan Amendments

- Proposals to change land use, Crown applications and proposed subdivisions will be affected by Community Plan Bylaws.

Timing

- It will take between 30 and 120 days for the Regional District to review the application. On issues pertaining to Crown Land it typically takes the local government from 30 to 90 days to provide recommendations to the provincial government.

7.3 Provincial[14]

Provincial Land Act

- Regulates sale, lease, and license of occupation, right-of-way, water lot licenses, special use permits, easements, map reserves and construction on provincial crown lands. Prior to granting occupancy permission, typically requires that approval for proposed works be obtained from other regulatory agencies with jurisdiction over the proposed location of the work.

Provincial Water Act

- Water Management Department of WLAP reviews any activities that may affect volume of water flowing in a watercourse or the morphology of the channel of the watercourse. Typically applies to project drainage systems and effluent discharge or work in a stream.

Other Provincial Acts

- Development or activities related to the interpretive centre may invoke other provincial requirements such as BC Sport Fishing Regulations.

Timing

- At the provincial level, Land and Water BC will manage the application process. Land and Water states that they try to manage the application process in 140 days or less.

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[13] Skeena-Queen Charlotte Regional District (April 1998), Development Procedure Manual – A Guide to Development Approval Procedures. (http://www.sqcrd.bc.ca)

[14] Water, Lands and Air Protection (May 1998), Commercial Recreation on Crown Land Policy

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7.4 Federal Government[15]

Depending on the location and scope of construction, some federal regulatory programs could apply, for example:

Canadian Environmental Act

- Ensures consideration of environmental effects of federal projects. Triggered through the direct or regulatory involvement of a federal agency in a project. Lead by agency with jurisdiction over legislation affecting the project.
- Shoreline structures subject to the *Navigable Waters Protection Act* will automatically be subject to environmental screening.

Fisheries Act

- If buildings are located in close proximity to a stream or a waterway, the Department of Fisheries and Oceans through the fisheries act will be involved. The *Fisheries Act* ensures the protection of fish habitat.

Timing

- The federal processes vary significantly depending on the complexity of the project. Anticipate 90 days to complete the *Navigable Water Act* requirements. If the project is subjected to the *Canadian Environmental Act* anticipate upwards of 180 days to complete this process.[16]

8.0 GOVERNMENT REVENUES

The operation of an interpretive centre would generate revenues at the municipal, provincial and federal levels. Actual revenues are determined by what ancillary services are featured at the centre, its size and whether it is located on Crown land. An interpretive centre located on Crown land would generate revenues for the following agencies.[17]

8.1 Municipal

Business License Fees

- Variable – depends on community, typically $100 per year.

8.2 Provincial

Employee Income Taxes

- Based on the average wage level in BC for full time employment ($32,000) a total of 22% is collected in federal and provincial personal income taxes. The Provincial tax component is typically 1/3 of this total.

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[15] Source: Linda Stevens, Regulations Officer, Conservation and Protection, Pacific Region.
[16] Source: Jim Schellenberg, Navigable Waters Protection Division, Canadian Coast Guard.
[17] Sources: provincial and municipal governments, Canada Customs and Revenue Agency. Projects on Indian Reserves can get comparable local information from the Band government.

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PST on purchases

- The provincial sales tax is 7.5% and would be charged on revenue (excluding room charges, which are covered by the room tax).

8.3 Federal

Employee Income Taxes

- Federal personal income tax is typically 2/3 of the total personal income tax collected.

GST on purchases

- The federal sale tax is 7.0% and is charged on all services.

It is our understanding from interviewing a representative of an interpretive centre situated on Crown land that, while it has a gift shop, the centre does not pay corporate taxes. The site is managed by a Trust operating under an agreement with the provincial government and, in so doing, does not pay license or lease fees.

9.0 COEFFICIENT DEVELOPMENT

- Interpretive centres generate a small amount of direct employment and earnings, with these increasing during the summer months when additional workers are hired. To some degree, they also stimulate the local economy indirectly through the purchase of goods and services for its operations. But the most interesting economic potential really lies in the centre's role as a complement to other, existing tourism attractions. An interpretive centre can enhance a community's tourism profile, and educate and stimulate visitors to stay longer, and spend more.
- It is difficult to estimate the quantitative effects of additional visitors drawn by an interpretive centre without specific information. There are, however, tourism coefficients developed by BC Statistics that can be used to make approximate estimates of economic impacts. The data is too general for the specific activities of an interpretive centre, however they can be applied to the additional revenue generated in accommodation. BC Stats has determined that, **for a $1 million increase in revenue by the accommodation services industry, approximately 14.17 direct person-years of employment and 2.97 indirect employment for total employment of 17.14 person-years will be created.** In addition the province will experience an increase in GDP of about $760,000.[18] At a local level, coefficients have been estimated based on jobs per tourism-days as outlined below.
- It is acknowledged that, unless a new interpretive centre meets with phenomenal success and attracts many new visitors to a region, it is unlikely to generate a large number of incremental tourist-days in the short term. The economic (and social) benefits of interpretive centres are likely to be more long term.

[18] BC Stats (May 2001), British Columbia Provincial Multipliers and How To Use Them.

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Table 5: Tourism Jobs Per 10,000 Tourist-Days[19]

	No. of Jobs			
Local Area	**Direct**	**Indirect**	**Induced**	**Total**
Central Coast	8.34	0.25	0.45	9.04
Queen Charlotte Islands	10.40	0.67	0.85	11.93
Prince Rupert	11.85	0.86	1.48	14.19
Port Hardy	9.84	0.56	0.65	11.06

Table 6: Wages and Benefits Associated with

	Assumptions	Coefficient
Wage Income	26% of revenue is wages and benefits.	$260,000 in direct wages per $1 million in revenue
Employment	One full-time equivalent in tourism will earn $32,000 per year.	8.12 direct full-time jobs per $1 million of tourism spending.

[19] BC Stats (May 1999), British Columbia Local Area Economic Dependencies and Impact Ratios – 1996.

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APPENDIX 1 - APPROVALS FOR LAND USE AND BUILDING DEVELOPMENT

Summary Checklist of Approvals Needed[20]

	Type of Approval	Contact Agency
Land Use and Resource Approvals	Rezoning Application	Municipality, Regional District or Islands Trust
	Municipal Plan or Plan Amendment	Municipality, Regional District or Islands Trust
	Crown Land Lease	Lands and Water BC
	Foreshore Lease	Lands and Water BC
	Water Use Rights	Water Branch – Water, Lands and Air Protection
	Development in Provincial or Federal Park	BC Water, Lands and Air Protection and/or Heritage Canada – Parks Canada Agency
	Agricultural Land Use (ALR) Application	Regional District or BC Agricultural Land Commission
Building and Service Development Approvals	Building Permit	Municipality, Regional District or Islands Trust
	Servicing Agreement (Urban)	Municipality
	Water Supply Approval (Rural)	Water Rights Branch – BC Water, Lands and Air Protection
	Sewage Disposal (Rural)	Ministry of Health, Unit Officer
	Solid Waste Disposal	Pollution Prevention & Remediation Branch – BC Water, Lands and Air Protection
	Provincial Highway Access	Ministry of Transportation and Highways
	Hydro &/or Gas Supply	BC Hydro and/or private gas supplier
	Private Utility system License	
	Subdivision Application	Municipality or Ministry of Highways (Rural)
	Provincial Electrical Inspection	Municipality or Municipal Affairs
	Provincial Plumbing Inspection	Municipality or Municipal Affairs

[20] Source: Greg Meredith (May 2001), *Developing A Tourism Business – A Handbook for Tourism Entrepreneurs.*

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